

063 - SOCIAL SERVICES AGENCY

Operational Summary

Mission:

The Social Services Agency is comprised of dedicated, caring, efficient staff whose mission is to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity. We succeed in our mission through encouragement and respect for our clients, partnerships with the community and a commitment to innovation and excellence in leadership.

At a Glance:

| | |
|--|-------------|
| Total FY 2004-2005 Actual Expenditure + Encumbrance: | 391,785,147 |
| Total Final FY 2005-2006 | 413,942,702 |
| Percent of County General Fund: | 15.80% |
| Total Employees: | 4,041.00 |

Strategic Goals:

- Provide services to help vulnerable adults and children in need to receive health care, food, shelter, and clothing.
- Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.
- Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention, and supportive services.
- Lead and support a shared community responsibility for the prevention of child and adult abuse, and support of families.

Key Outcome Indicators:

| Performance Measure | 2004 Business Plan Results | 2005 Business Plan Target | How are we doing? |
|---|---|--|--|
| CALWORKS CASES WITH EARNED INCOME What: The percentage of Family Self-Sufficiency CalWORKs cases with earned income. Why: Welfare reform laws stress client self-sufficiency & personal responsibility through employment. | % of CalWORKs cases with mandatory Welfare-To-Work participants reporting earnings was 46%, representing a 15% decrease since the implementation of CalWORKs in FY 97/98. There was a decline in cases with reported earnings in FY 03/04 due to CalWORKs clients reaching the five-year time limits. | To ensure CalWORKs participants are job ready, SSA continues to enhance and expand its services to better serve the changing needs of its participants. The services target behavioral health, domestic abuse, drug & alcohol abuse, learning disabilities, public health, and child well-being. | Large numbers of employed recipients have gone off aid due to becoming self-sufficient or reaching their time limit. In addition to meeting employment/child well-being needs, SSA is expanding the program & services to include additional Welfare-To-Work activities. |

Key Outcome Indicators: (Continued)

| Performance Measure | 2004 Business Plan Results | 2005 Business Plan Target | How are we doing? |
|---|---|--|--|
| MEDI-CAL COVERAGE What: Average monthly persons served who have Medi-Cal coverage only. Why: Monitoring persons served by this program alerts us to the medical requirements of needy families. | The monthly average no. of persons with Medi-Cal coverage was 247,663, representing an increase of 16,296 people compared to FY 02/03 (the number excludes those receiving Medi-Cal under CalWORKs, Refugee Cash Assistance, Foster Care, In-Home Supportive Services, and Supplemental Security Income). | SSA continues to improve its strategies aimed at increasing participation via outstationed staff at caseload-justified locations & Family Resource Centers, advertising health services, and partnering with other agencies, such as Office on Aging, CalOPTIMA, and HCA. SSA projects a 7% annual increase. | Enrollment numbers increased by 7% due to regulation changes and outreach efforts, and continued increases in enrollment are expected for next year. This increase could be mitigated by implementing additional Performance Standards and via a potential redesign of the Medi-Cal program. |
| ADOPTIVE HOME PLACEMENTS What: The number of children adopted in the County of Orange. Why: Placements give children permanency & stability in family environments free from abuse and neglect. | Number of adoptive placements declined by 17% from FY 03/04 due to Agency increasing its efforts to finalize pending cases from FY 02/03. The decline also reflects an ongoing decrease in the number of children in foster care as well as in the number of available families for adoptive placement. | The adoptions program continues to maximize staff resources by strengthening liaisons with partner agencies, improving collaboration within our agency, and enhancing staff specialization. Innovative programs such as Wraparound are anticipated to reduce the no. of children requiring out-of-home care. | Number of adoptive placements declined by 17% from FY 03/04 due to SSA finalizing pending adoptions from 02/03. To maximize productivity with reduced staffing resources, the adoptions program continues to collaborate with private agencies that assist with the completion of caretaker home studies. |
| ADULT PROTECTIVE SERVICES FINANCIAL ABUSE RECOVERY What: This measurement depicts the cumulative amount of preserved/recovered funds of exploited elders. Why: Reports of elder abuse and financial exploitation are increasing. | In FY 03/04 \$19,712,474 in assets were protected or recovered, representing 98.6% of our goal. | Adult Services & Assistance Programs Division will maintain current service levels and focus on practices which have proven successful in protecting and recovering assets. We expect to be able to protect/recover approximately \$20,000,000 in assets for abused/exploited elder and dependent adults. | Working with the County of Orange Public Guardian's office, we are able to protect many victims of financial abuse, protecting/recovering about \$20 million dollars annually. We also emphasize prevention by partnering with the Financial Abuse Specialist Team and the Elder Abuse Prevention Coalition. |

FY 2004-05 Key Project Accomplishments:

- The Agency provides quality social services to the Orange County community through its responsiveness to community needs and its commitment to collaboration, continued technology enhancements, a strengthened workforce, fiscal responsibility, and innovation. The leadership and dedication of staff ensures success in administering complex programs, accomplishing special projects, and ultimately achieving Agency's goals. The following provides a brief summary of accomplishments related to the implementation of the 2004/05 Business Plan.

Goal # 1: Provide services to help vulnerable adults and children in need to receive health care, food, shelter, and clothing.

- 1. Quarterly Reporting/Prospective Budgeting for Food Stamps and CalWORKs benefits was successfully implemented in April 2004 and all cases were converted during the month of March. Training was provided for appropriate SSA staff, community organizations, and clients. An automated budget was created by SSA Information Technology staff based on Food Stamps and CalWORKs program requirements.

- 2. Orange County's Food Stamp accuracy rate for the period of October 2003 to June 2004 was 98.41%, a significant improvement over the previous time period. Strategies to improve the accuracy rate included: reinstating the Food Stamp Survey; implementing Quarterly Reporting/Prospective Budgeting; continuing focused case reviews; and, implementing Rushmore Quality Control training for Program Integrity and other designated staff.
- 3. The Family Self-Sufficiency and Children and Family Services divisions improved collaboration and coordinated services on mutual clients through the development and implementation of the CalWORKs Structured Decision Making Risk Assessment Tool which identifies CalWORKs clients in need of child abuse prevention services, the attendance of CalWORKs staff at CFS Team Decision Making meetings, and the co-location of Children and Family Services Voluntary Family Services staff in the south CalWORKs office.
- 4. Family Self-Sufficiency staff collaborated with the County's Child Support Services Department, Housing and Community Services Department, Health Care Agency, and the District Attorney. For-profit and non-profit collaborations were also strengthened. These partners included Affiliated Computer Systems, Foster Assessment, MAXIMUS, Santa Ana Workforce Investment Board (WIB), Anaheim WIB, Catholic Charities, and the Episcopal Service Alliance.
- 5. Medi-Cal Mid Year Status Reporting was implemented successfully during January 2004. The 2004 Performance Standards report sent to the State Department of Health Services on February 5, 2004 reflected a 96.83% compliance rate on general applications; 100% on disability based applications; and 98.53% on reinvestigations completed within 60 days.
- 6. Children and Family Services staff continued to identify and refer eligible clients for CalWORKs Supportive Services. Since there were initially only 12 referrals made, the Mutual Clients Workgroup met with Team Decision Making staff and drafted a new procedure for referrals. Requests for continuation of services for Family Reunification families will now come from the Team Development Meeting (TDM).
- 7. Adult Services continues to operate the Multipurpose Senior Services Program as it expands to the maximum contract level.
- 8. Transitional Food Stamps were implemented in January 2004 and average about 250 to 300 cases per month. The Case Data System operational and tracking processes continued to be modified.

Goal #2: Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.

- 1. The Employment Support and Retention Services program continued to deliver the prioritized services to remove barriers to Welfare-to-Work (WTW) participation. Contractor provided data indicates that 73% of the participants continued to be employed after 90 days, 71% after 180 days, and 70% received an increase in earnings after a year. The WTW participation rate is identified at 77.6% for this federal fiscal year. The subcontractor provided data indicated that 53.4% of the participants received basic needs services; 27.2% received housing; 11.5% transportation assistance; and 7.2% clothing.
- 2. The CalWORKs Case Management Best Practices Committee continued to meet monthly. A work participation survey was completed, recommendations made, and priorities are being established based on that effort.
- 3. SSA continued to coordinate services and provide program, resource, and benefit information to asylees, refugees, and victims of trafficking to facilitate their acculturation and transition to self-sufficiency. For the period October 1, 2003 to June 30, 2004, 34 asylees, 166 refugees, and 12 trafficking victims were served.
- 4. SSA maximized the usage of several service contracts, such as the Vocational Assessment and Independent Living Coaches contracts for assisting WTW participants and Independent Living Program (ILP) youth. Participants received Vocational Assessments, as appropriate, which are used to support the WTW and ILP Plan and identify barriers to self-sufficiency. Independent Living Coaches helped connect 190 emancipating youth to resources and support in the community.

Goal #3: Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention, and supportive services.

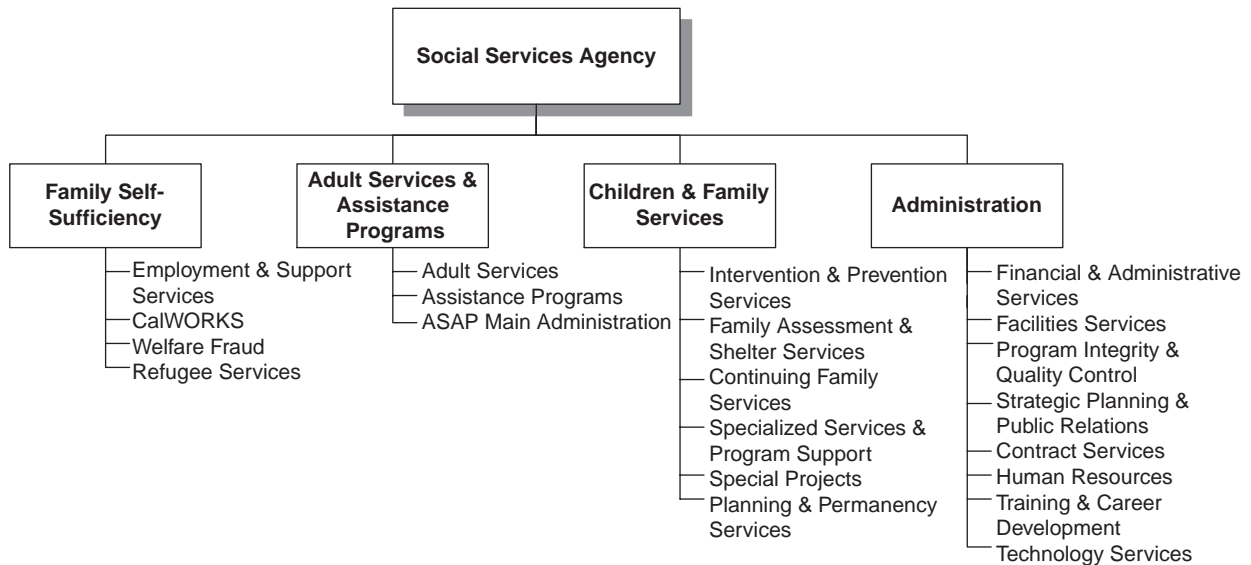
- 1. SSA continued to collaborate with County and community partners to develop opportunities for leveraging Medi-Cal and Foster Care Title IV-E funding to maximize resources for the purposes of enhancing services for clients. A reduction in the provision of educational services to foster youth was avoided due to the leveraging of Orange County Department of Education funds and \$100,000 in Title IV-E funds. Child abuse prevention and intervention services will be strengthened through leveraging of Health Care Agency funds and Title IV-E funds for the Child Abuse Services Team (CAST) Medical Director and Nurses to providing training to Children and Family Services staff. An internal SSA workgroup formed, reviewed statistics, and continues to evaluate the agency's participation with Title IV-E waiver project.
- 2. SSA funded nine Family Resource Centers that serve eleven Orange County communities. Each Family Resource Center is a family-friendly, community-based site that provides access to prevention and treatment services related to a family's educational, social, and health services needs. Funding, in excess of \$2.2 million, which includes grants from the Governor's Office of Emergency Services, Promoting Safe and Stable Families, and Children's Trust Fund supported program operation and services costs.
- 3. The State mandated Orange County Child Welfare Services Self Assessment included extensive community and stakeholder input, which was obtained from the Orange County Planning Council members. Over 45 Social Services and Probation stakeholders provided information. Social Services and Probation staff and caregiver forums as well as distribution of over 600 surveys to caregivers provided additional information. The CWS Self Assessment Report was submitted to the State June 30, 2004. The required System Improvement Plans (SIP) were completed, approved by the Board of Supervisors on September 28, 2004, and submitted to the State on September 30, 2004. Recommendations centered around two Children and Family Services goals regarding family reunification and placements and one Probation goal focused on housing for emancipating youth. Social worker/client contact frequencies continue to increase, exceeding the State standard of 90% or higher with Orange County compliance ranging from 94.1% to the most recent 97.1% compliance for the fourth quarter report. The use of leveraged Title IV-E waiver funds has resulted in approximately 300 children being diverted from more costly congregate care settings. General neglect referrals have been diverted to Voluntary Family Services to improve resource management and provide services specific to client need. Finally, over 500 Team Decision Making meetings were conducted, which supported strengthening and reunifying families as a result of multidisciplinary service delivery.
- 4. Children and Family Services staff improved the social behaviors of youth in Orangewood Children's Home (OCH) through the successful implementation of the Orangewood Active Teaching Therapeutic Approach (O.A.T.T.A.). OCH Cottage staff now provide corrective teaching tied to school performance/behavior and based on input from teachers. Youth are removed from the classrooms less frequently, and the number of youth requiring enhanced supervision as well as the number of special incident reports has decreased by 10%. With this accomplishment and termination of the Father Flannigan's Girls and Boys Town contract, Orangewood staff has assumed responsibility for on going training and implementation of the program.
- 5. The Children and Family Services division begun implementation of Family to Family, a model of service delivery aligned with Federal and State law. The core strategies of the model are: recruiting, training, and supporting resource families; building community partnerships to share the work of child abuse prevention and intervention at the neighborhood level; and making decisions critical to the life of a child as a team using data to drive policy and practice. SSA staff increased community participation in all aspects of their work, through the use of Community Forums and monthly strategy team meetings; implementation of Team Decision Making meetings; development of targeted resource family recruitment in the city of Santa Ana; and the sharing of outcome data with staff and the public via publication on the Family to Family website.
- 6. The CalWORKs Multidisciplinary Team was expanded to include participation by Children and Family Services and Family Self-Sufficiency staff in both CalWORKs and Team Decision Making meetings. CalWORKs program staff attends Family to Family, Team Decision Making and Strength Based Practices sessions to increase social work skills and understand child welfare services priorities.

- 7. The Adult Protective Services unit provided consultation services to the District Attorney, through weekly meetings of the Elder Abuse Forensic Center, which assists the DA in filing charges in elder and dependent adult abuse cases. The District Attorney filed charges on 26 cases of felony elder abuse through September 2004.

Goal #4: Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.

- 1. The Agency successfully recruited community organizations and SSA caseworkers to participate in the Community Partnership Program. Participating social workers are matched with organizations that will assist in providing essential resources to families in need. Resources provided include emergency food, diapers, and household items. The Community Action Partners of Orange County continued to provide a pick-up/delivery service of donations.
- 2. SB 493, the legislation requiring Medi-Cal outreach to Food Stamp applicants and recipients, was successfully implemented for intake cases in December 2003 and for recertification cases in January 2004. Outreach at the Armories, Family Resource Centers, County Islands, and with the mobile van continued. A new outreach project with the Community Action Partnership of Orange County (CAPOC) was implemented at the Corbin, El Modena, and Anaheim Independencia Family Resource Centers. This project involved CAPOC staff prequalifying applicants for Food Stamps. Collaborative meetings continued with the Hospital Association of Southern California and others, including the Family Resource Centers, for the purpose of maximizing staff usage at outstationed facilities.
- 3. The Office of Strategic Planning & Public Relations conducted 11 volunteer orientation and training sessions during fiscal year 2003-2004. As of September 30, 2004, 192 potential volunteers had attended the Volunteer Orientation Meetings during 2004.
- 4. Children and Family Services made advances in child abuse prevention and identification by partnering with Orange County Health Care Agency and Children and Families Commission. Funding for the Child Abuse Registry was developed to support a Medical Director and Nurse Practitioner. The Health Care Agency hired a Comprehensive Care Nurse Practitioner II in November 2004, and the University of California, Irvine begun coordinating the recruitment efforts for the Medical Director position.
- 5. Children and Family Services staff collaborated with the Children and Families Commission of Orange County in the development and support of community child abuse prevention and family support initiatives. SSA and the Children and Families Commission of Orange County entered into an agreement to loan an SSA Senior Program Manager to the Commission to develop programs of mutual benefit to the clients of both agencies.
- 6. Adult Protective Services staff met each month throughout the year with experts from multidisciplinary teams to consult on difficult adult abuse cases. These multidisciplinary case conferences include: Financial Abuse Specialist Team (FAST); Adult Protective Services Multidisciplinary Team (MDT); and the Vulnerable Adults Specialist Team (VAST).
- 7. The Agency continued to plan for the smooth implementation of CalWIN. SSA has been testing preliminary business processes in the CalWIN Training environment since April 2004 and successfully upgraded to version 6.0 in June 2004. Orange County's implementation date was rescheduled to February 2006.
- 8. Children and Family Services offered Family Group Decision Making conferences earlier to identify family strengths and challenges and family supports for addressing key familial issues.
- 9. The community was engaged through the Emancipation Planning Conferences to develop a support network for emancipating foster youth. All Emancipation Planning Conferences (EPC) are now handled by Emancipation Services Program staff. This allows for greater flexibility in the scheduling of the sessions to accommodate the participation of the youth's family members and other supportive adults. Twenty-three Emancipation Planning Conferences have been held to date. The EPCs are also used as venues for exploring the possibility of engaging Wraparound services and/or other placement resources to enhance long-term planning with the youth.

Organizational Summary



Family Self-Sufficiency (FSS) - CalWORKs - Administers Federal, State and County mandated Refugee Cash Assistance program and CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment.

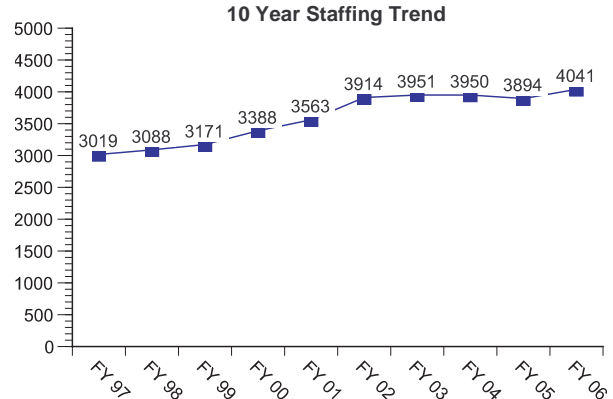
Adult Services & Assistance Programs - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. Administers Federal, State and County mandated assistance programs including Medi-Cal, Food Stamps, and General Relief.

Children & Family Services - Protects children through the prevention or remedy of conditions which may result in abuse and promotes maintaining families so that children can remain in or return safely to their homes.

Administration - Supports the goals of the agency by implementing, facilitating, and coordinating administrative services and projects through fiscal and facility management, human resources, accounting, systems, training, research, contract services, strategic planning, legislative analysis, and program integrity functions.

SSA Director - Supports the goals of the agency by directing all agency programs and operations.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- SSA staffing levels have increased from FY 04/05 to FY 05/06 due to mid-year adjustments in meeting state standards in the Medi-Cal and IHSS programs. In addition, limited-term positions were added in FY 05-06 in support for CalWIN implementation in February 2006.
- SSA staffing levels have decreased from FY 02/03 to FY 04/05 due to deletion of long term vacant positions and an early retirement incentive offered in FY 02/03.

- SSA staffing levels increased from FY 97/98 to FY 01/02 due to the following:
- Medi-Cal, Food Stamps, Adult Protective Services, In-Home Supportive Services, Multipurpose Senior Services, Foster Care, Child Welfare Services Caseload Growth
- Governor's Adoptions Initiative
- County Restructuring
- Welfare Reform
- Orangewood Children's Home (AB 1197)
- Technology Support for Mandated Systems
- Placement Resources and Support
- Transfer of Multipurpose Senior Services Program from CSA
- Independent Living Program
- Child Welfare Services Workload Relief
- Transfer of Welfare Fraud Investigation Staff from District Attorney
- Transfer of Proposition 10 positions to SSA

Ensure that Medi-Cal applications, eligibility determinations, reinvestigations, and Medi-Cal Eligibility Data Systems (MEDS) worker alerts are processed within State mandated performance standards; Maximize the use of the current Transitional Housing Placement Program (THPP) by collaborating with community-based organizations and participating in the statewide THPP Strategy Team to develop post dependency housing for emancipated youths;

Enhance collaboration with county and community partners to develop opportunities to leverage Medi-Cal and Foster Care Title IV-E funding and maximize resources for the purposes of enhancing services for clients; Implement the System Improvement Plan, which was approved by the Board of Supervisors on September 29, 2004, to meet or exceed the mandatory outcome measurements of the Adoption and Safe Families Act and the California Child and Family Services review;

Implement the IHSS Plus Medi-Cal waiver and meet monthly with IHSS management staff from other counties and analysts from the California Department of Social Services (CDSS), to develop procedures and protocols for case reviews; uniform assessments; compliance with eligibility standards and case processing timeframes; fraud identification and prevention; overpayment collection; and staff training to comply with new mandates; and, Continue the Community Partnership Program to identify, recruit, and enroll local organizations to assist SSA caseworkers in providing essential resources to families, especially CalWORKs participants working towards employment and self-sufficiency.

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA has developed strategic priorities plans for Child Welfare Services, Food Stamp Fiscal Sanction, In-Home Supportive Services, Public Authority, and Wage Increase and Caseload. Key strategies for FY 05/06 include:

Continue Food Stamp improvement processes to ensure clients receive correct benefits and performance accuracy levels are maintained within State and Federal tolerance levels; Expand coordination between child welfare services and family self-sufficiency program operations by proactively addressing child safety and well-being issues for CalWORKs participants;

Changes Included in the Base Budget:

The following are significant changes in the FY 05/06 base budget requirements, funding, and augmentation requests:

Retirement Cost Increase - Due to increased retirement contribution requirements and the Board's adoption of the retirement enhancement plan, SSA has budgeted an increased cost of just under \$7 million for retirement rate increases and the payout of benefit time to nearly 300

employees projected to retire. The increased funding amount is being offset by a partial reallocation of the projected Foster Care Payment NCC savings of \$5 million and a NCC cost avoidance of \$2 million associated with holding non-revenue generating positions vacant as staff retire.

Salary and Employee Benefit Cost Increases - Due to unavoidable Worker's Compensation and negotiated salary increases, SSA has budgeted \$1 million in additional Salary and Employee Benefit expenditures. The increased funding amount is being offset by the partial reallocation of the projected Foster Care Payment NCC savings of \$1 million.

CalWIN Implementation Support - All California counties are mandated to participate in a Statewide Automated Welfare System for supporting eligibility determination, benefit calculation, case management tracking, client correspondence issuance, and report generation for CalWORKs, Medi-Cal, Food Stamps, Foster Care, Refugee Cash Assistance, Cash Assistance Program for Immigrants, and General Relief Programs. Orange County is one of 18 counties that make up the Welfare Client Data System (WCDS) Consortium that have developed the California Welfare Integrated Network (CalWIN) system.

Orange County is scheduled to implement CalWIN in February 2006, which will be used by approximately 2,800 SSA employees and includes converting data for over 400,000 clients from the current Case Data System (CDS). Orange County will be at risk for fiscal sanctions in the event the conversion/implementation results in increased error rates for Food Stamps and non-compliance with Medi-Cal performance standards.

If Orange County exceeds the national error tolerance for Food Stamps as a result of CalWIN implementation, SSA must repay all federal benefits issued in error. Non-compliance with Medi-Cal performance standards and/or inappropriate processing of quarterly MEDS reconciliation reports, could each result in a 2% fiscal sanction, which collectively represents an exposure to paying \$3.4 million in fiscal penalties.

To support successful implementation of CalWIN, SSA has budgeted approximately \$6.2 million to support a combination of staffing resources, overtime, and facility and information technology enhancements. This budgeted expenditure is significantly less than what other counties have budgeted, such as Sacramento County, which is currently implementing CalWIN and has budgeted an additional \$6 million in overtime alone. The budgeted funding amount is offset by \$3.2 million in earned CalWORKs Performance Incentives held in State trust and \$3 million in 14T funds.

A separate augmentation request of just over \$4.2 million is requested to meet the total need for successfully implementing CalWIN and avoid fiscal penalties. This additional funding is required to cover the remaining one-time costs related to facilities infrastructure alterations, information technology modifications, overtime, and hiring of limited term staff.

Approved Budget Augmentations and Related Performance Results:

| Unit Amount | Description | Performance Plan | Brass Ser. |
|---|--|--|------------|
| ADD 1 SR SOCIAL WORKER, 1 SR SOCIAL SERVICES SUPERVISOR & 1 STAFF SPECIALIST FOR WRAPAROUND PROGRAMS Amount: \$ 217,066 | Additional staffing is needed to support caseload growth in the Wraparound Program. | In 2004, there were 140 children per month served, and it is anticipated to increase to 250 in 2005. | 1728 |
| ADD 1 PROGRAM MANAGER I & 1 SECRETARY I FOR PLACEMENT COORDINATION DIVISION Amount: \$ 150,987 | Due to the efforts to place children in family settings, this program requires additional staffing. | SSA plan to place approximately 2100 youths during FY 205-2006. | 1731 |
| ADD 50 LIMITED-TERM (1-YR) POSITIONS & FUNDING FOR IMPLEMENTING STATEWIDE AUTOMATED WELFARE SYSTEM Amount: \$ 4,249,950 | In order to fulfill this Federal and State mandated system implementation, SSA requests \$4,249,590. | Intense case reviews, with a focus on specific CalWIN elements, will be conducted. | 477 |

Final Budget History:

| Sources and Uses | FY 2003-2004 | FY 2004-2005 | FY 2004-2005 | FY 2005-2006 | Change from FY 2004-2005 | |
|--------------------|----------------|-------------------------|--|--------------|--------------------------|----------|
| | Actual Exp/Rev | Budget As of 6/30/05 | Actual Exp/Rev ⁽¹⁾ As of 6/30/05 | Final Budget | Actual Amount | Percent |
| Total Positions | 3,882 | 3,986 | 3,986 | 4,041 | 55 | 1.37 |
| Total Revenues | 355,214,003 | 376,833,311 | 381,456,308 | 378,008,782 | (3,447,526) | -0.90 |
| Total Requirements | 370,671,288 | 404,504,398 | 384,378,084 | 413,942,702 | 29,564,618 | 7.69 |
| Net County Cost | 15,457,285 | 27,671,087 | 2,921,776 | 35,933,920 | 33,012,144 | 1,129.86 |

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page page 525

Highlights of Key Trends:

- The Social Services Agency (SSA) is the largest County of Orange agency with over 4,000 dedicated and hard working employees. The Social Services Agency administers Federal, State, and County social service programs that protect children and adults from abuse or neglect, enable the frail and disabled to remain in their homes rather than being institutionalized, move eligible families from dependency to self-sufficiency, and provide program benefits for eligible CalWORKs, Food Stamps, Refugee, General Relief, and Medi-Cal recipients.
- SSA assists one out of every nine Orange County residents, from newly born to elderly. The services SSA provides impact the health, safety, and well-being of children, disabled adults, seniors, and families. It is our intent - as set forth in our Mission, Vision, and Goals detailed in this Business Plan - to positively impact the individuals we serve and support them in enjoying a safe and supportive environment that promotes stability and self-reliance.
- To measure progress toward the achievement of our Vision, Mission, and Goals, SSA has refined its Key Outcome Indicators to include the following:
 - CalWORKs Families with Earned Income
 - Individuals with Medi-Cal Coverage Only Adoptive Home Permanency Placements
 - Adult Protective Services Financial Abuse Protection and Recovery
- SSA was successful in accomplishing the Strategies set forth in the 2004 Business Plan. SSA's success is determined through a combination of factors including learning how to better serve our clients, determining which business practices are the most efficient and effective, and identifying how the agency's efforts have contributed to improved client outcomes. Highlights of the agency's accomplishments include for FY 03/04:
 - Quarterly Reporting/Prospective Budgeting for Food Stamps and CalWORKs benefits was successfully implemented in April 2004 and all cases were converted during the month of March; Orange County's Food Stamp accuracy rate for the period of October 2003 to June 2004 was 98.41%, a significant improvement over the previous time period;
 - The Family Self-Sufficiency and Children and Family Services divisions improved collaboration and coordinated services on mutual clients through the development and implementation of the CalWORKs Structured Decision Making Risk Assessment Tool; The Employment Support and Retention Services program continued to deliver the prioritized services to remove barriers to Welfare-to-Work (WTW) participation;
 - SSA funded nine Family Resource Centers that serve eleven Orange County communities; Children and Family Services staff improved the social behaviors of youth in Orangewood Children's Home through the successful implementation of the Orangewood Active Teaching Therapeutic Approach;
 - SB 493, the legislation requiring Medi-Cal outreach to Food Stamp applicants and recipients, was successfully implemented for intake cases in December 2003 and for recertification cases in January 2004; and, Adult Protective Services staff met each month throughout the year with experts from multidisciplinary teams to consult on difficult adult abuse cases.

Budget Units Under Agency Control:

| No. | Agency Name | Family Self-Sufficiency (FSS) - CalWORKs | Adult Services & Assistance Programs | Children & Family Services | Administration | SSA Director | Total |
|-----|---|--|--------------------------------------|----------------------------|----------------|--------------|-------------|
| 063 | Social Services Agency | 116,980,656 | 91,985,289 | 134,490,632 | 69,808,821 | 677,304 | 413,942,702 |
| 064 | In-Home Supportive Services (IHSS) | 0 | 23,186,906 | 0 | 0 | 0 | 23,186,906 |
| 065 | CalWORKs Family Group / Unemployed Parents | 110,189,566 | 0 | 0 | 0 | 0 | 110,189,566 |
| 066 | Aid to Families with Dependent Children - Foster Care | 0 | 0 | 112,810,665 | 0 | 0 | 112,810,665 |
| 067 | Aid to Refugees | 228,324 | 0 | 0 | 0 | 0 | 228,324 |
| 068 | Case Data System | 0 | 0 | 0 | 0 | 0 | 0 |
| 069 | General Relief | 0 | 1,204,779 | 0 | 0 | 0 | 1,204,779 |
| 14T | Facilities Development and Maintenance | 0 | 0 | 6,774,544 | 0 | 0 | 6,774,544 |
| 590 | In-Home Supportive Services Public Authority | 0 | 754,730 | 0 | 0 | 0 | 754,730 |
| | Total | 227,398,546 | 117,131,704 | 254,075,841 | 69,808,821 | 677,304 | 669,092,216 |

063 - Social Services Agency

Summary of Final Budget by Revenue and Expense Category:

| Revenues/Appropriations | FY 2003-2004 | FY 2004-2005 | FY 2004-2005 | FY 2005-2006 | Change from FY 2004-2005 | |
|--|----------------------|-------------------------|--|----------------------|--------------------------|------------------|
| | Actual Exp/Rev | Budget As of 6/30/05 | Actual Exp/Rev ⁽¹⁾ As of 6/30/05 | Final Budget | Actual Amount | Percent |
| Revenue from Use of Money and Property | \$ 30,189 | \$ 35,000 | \$ 43,464 | \$ 438,461 | \$ 394,997 | 908.80% |
| Intergovernmental Revenues | 349,336,654 | 369,879,235 | 379,656,233 | 371,952,421 | (7,703,812) | -2.02 |
| Charges For Services | 585,047 | 1,392,293 | 697,189 | 2,155,300 | 1,458,111 | 209.14 |
| Miscellaneous Revenues | 370,763 | 72,267 | 898,559 | 140,060 | (758,499) | -84.41 |
| Other Financing Sources | 4,891,350 | 5,454,516 | 160,863 | 3,322,540 | 3,161,677 | 1,965.44 |
| Total Revenues | 355,214,003 | 376,833,311 | 381,456,308 | 378,008,782 | (3,447,526) | -0.90 |
| Salaries & Benefits | 233,253,829 | 246,306,514 | 243,914,527 | 262,411,543 | 18,497,016 | 7.58 |
| Services & Supplies | 103,098,819 | 117,695,732 | 102,531,265 | 130,214,212 | 27,682,947 | 26.99 |
| Other Charges | 36,746,301 | 43,513,755 | 40,669,350 | 23,075,641 | (17,593,709) | -43.26 |
| Fixed Assets | 1,163,959 | 535,911 | 7,936 | 619,591 | 611,655 | 7,707.55 |
| Intrafund Transfers | (3,591,622) | (3,547,514) | (2,744,994) | (2,378,285) | 366,709 | -13.35 |
| Total Requirements | 370,671,288 | 404,504,398 | 384,378,084 | 413,942,702 | 29,564,618 | 7.69 |
| Net County Cost | \$ 15,457,285 | \$ 27,671,087 | \$ 2,921,776 | \$ 35,933,920 | \$ 33,012,144 | 1,129.86% |

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Final Budget Summary of Family Self-Sufficiency (FSS) - CalWORKs:

| Revenues/Appropriations | FY 2003-2004 | FY 2004-2005 | FY 2004-2005 | FY 2005-2006 | Change from FY 2004-2005 | |
|--|---------------------|-------------------------|--|----------------------|--------------------------|----------------|
| | Actual Exp/Rev | Budget As of 6/30/05 | Actual Exp/Rev ⁽¹⁾ As of 6/30/05 | Final Budget | Actual Amount | Percent |
| Revenue from Use of Money and Property | \$ 1,002 | \$ 0 | \$ 639 | \$ 0 | \$ (639) | -100.00% |
| Intergovernmental Revenues | 97,100,062 | 109,644,605 | 100,878,234 | 102,867,629 | 1,989,395 | 1.97 |
| Miscellaneous Revenues | 188,404 | 0 | 40,082 | 0 | (40,082) | -100.00 |
| Other Financing Sources | 0 | 0 | 0 | 2,955,434 | 2,955,434 | 0.00 |
| Total Revenues | 97,289,469 | 109,644,605 | 100,918,955 | 105,823,063 | 4,904,108 | 4.85 |
| Salaries & Benefits | 52,002,441 | 54,294,071 | 53,300,879 | 57,045,016 | 3,744,137 | 7.02 |
| Services & Supplies | 34,047,392 | 39,616,551 | 35,625,699 | 41,299,415 | 5,673,716 | 15.92 |
| Other Charges | 15,093,125 | 17,592,906 | 13,544,267 | 18,631,225 | 5,086,958 | 37.55 |
| Fixed Assets | 0 | 25,380 | 0 | 5,000 | 5,000 | 0.00 |
| Total Requirements | 101,142,957 | 111,528,908 | 102,470,845 | 116,980,656 | 14,509,811 | 14.15 |
| Net County Cost | \$ 3,853,488 | \$ 1,884,303 | \$ 1,551,890 | \$ 11,157,593 | \$ 9,605,703 | 618.96% |

Final Budget Summary of Adult Services & Assistance Programs:

| Revenues/Appropriations | FY 2003-2004 | FY 2004-2005 | FY 2004-2005 | FY 2005-2006 | Change from FY 2004-2005 | |
|--|---------------------|-------------------------|--|------------------------|--------------------------|---------------|
| | Actual Exp/Rev | Budget As of 6/30/05 | Actual Exp/Rev ⁽¹⁾ As of 6/30/05 | Final Budget | Actual Amount | Percent |
| Revenue from Use of Money and Property | \$ 0 | \$ 0 | \$ 15,277 | \$ 0 | \$ (15,277) | -100.00% |
| Intergovernmental Revenues | 82,284,158 | 95,264,261 | 134,126,724 | 129,947,084 | (4,179,640) | -3.11 |
| Miscellaneous Revenues | 75,224 | 0 | 330,536 | 0 | (330,536) | -100.00 |
| Other Financing Sources | 4,867,317 | 4,499,015 | 0 | 0 | 0 | 0.00 |
| Total Revenues | 87,226,699 | 99,763,276 | 134,472,538 | 129,947,084 | (4,525,454) | -3.36 |
| Salaries & Benefits | 66,023,587 | 73,549,451 | 74,313,903 | 81,546,563 | 7,232,660 | 9.73 |
| Services & Supplies | 8,601,200 | 16,483,491 | 11,866,514 | 11,533,769 | (332,745) | -2.80 |
| Other Charges | 17,699,972 | 21,234,750 | 23,585,686 | 178,768 | (23,406,918) | -99.24 |
| Fixed Assets | 0 | 40,000 | 0 | 0 | 0 | 0.00 |
| Intrafund Transfers | (1,714,726) | (1,528,811) | (1,502,915) | (1,273,811) | 229,104 | -15.24 |
| Total Requirements | 90,610,033 | 109,778,881 | 108,263,188 | 91,985,289 | (16,277,899) | -15.03 |
| Net County Cost | \$ 3,383,334 | \$ 10,015,605 | \$ (26,209,350) | \$ (37,961,795) | \$ (11,752,445) | 44.84% |

Final Budget Summary of Children & Family Services:

| Revenues/Appropriations | FY 2003-2004 | FY 2004-2005 | FY 2004-2005 | FY 2005-2006 | Change from FY 2004-2005 | |
|--|---------------------|-------------------------|--|---------------------|--------------------------|---------------|
| | Actual Exp/Rev | Budget As of 6/30/05 | Actual Exp/Rev ⁽¹⁾ As of 6/30/05 | Final Budget | Actual Amount | Percent |
| Revenue from Use of Money and Property | \$ 0 | \$ 0 | \$ 5,251 | \$ 0 | \$ (5,251) | -100.00% |
| Intergovernmental Revenues | 109,612,219 | 120,650,947 | 117,997,363 | 124,030,941 | 6,033,578 | 5.11 |
| Charges For Services | 572,189 | 1,392,293 | 697,189 | 2,155,300 | 1,458,111 | 209.14 |
| Miscellaneous Revenues | 18,188 | 61,467 | 123,838 | 135,000 | 11,162 | 9.01 |
| Other Financing Sources | 24,033 | 817,205 | 160,787 | 367,106 | 206,319 | 128.31 |
| Total Revenues | 110,226,628 | 122,921,912 | 118,984,429 | 126,688,347 | 7,703,918 | 6.47 |
| Salaries & Benefits | 91,483,255 | 95,679,059 | 93,849,121 | 96,735,569 | 2,886,448 | 3.07 |
| Services & Supplies | 24,115,902 | 36,424,097 | 28,680,275 | 35,024,488 | 6,344,213 | 22.12 |
| Other Charges | 1,898,564 | 3,652,751 | 2,023,952 | 3,420,849 | 1,396,897 | 69.01 |
| Fixed Assets | 0 | 117,000 | 0 | 148,200 | 148,200 | 0.00 |
| Intrafund Transfers | (1,107,421) | (1,253,703) | (412,656) | (838,474) | (425,818) | 103.18 |
| Total Requirements | 116,390,300 | 134,619,204 | 124,140,692 | 134,490,632 | 10,349,940 | 8.33 |
| Net County Cost | \$ 6,163,671 | \$ 11,697,292 | \$ 5,156,263 | \$ 7,802,285 | \$ 2,646,022 | 51.31% |

Final Budget Summary of Administration:

| Revenues/Appropriations | FY 2003-2004 | FY 2004-2005 | FY 2004-2005 | FY 2005-2006 | Change from FY 2004-2005 | |
|--|----------------|-------------------------|--|---------------|--------------------------|----------|
| | Actual Exp/Rev | Budget As of 6/30/05 | Actual Exp/Rev ⁽¹⁾ As of 6/30/05 | Final Budget | Actual Amount | Percent |
| Revenue from Use of Money and Property | \$ 0 | \$ 0 | \$ 305 | \$ 0 | \$ (305) | -100.00% |
| Intergovernmental Revenues | 57,363,773 | 44,319,422 | 18,243,640 | 15,106,767 | (3,136,873) | -17.19 |
| Miscellaneous Revenues | 153,250 | 0 | 207,504 | 0 | (207,504) | -100.00 |
| Total Revenues | 57,517,023 | 44,319,422 | 18,451,449 | 15,106,767 | (3,344,682) | -18.12 |
| Salaries & Benefits | 23,035,240 | 22,202,507 | 23,762,410 | 26,505,587 | 2,743,177 | 11.54 |
| Services & Supplies | 34,575,189 | 25,044,342 | 25,074,025 | 42,271,267 | 17,197,242 | 68.58 |
| Other Charges | 1,554,500 | 1,033,348 | 1,050,650 | 831,576 | (219,074) | -20.85 |
| Fixed Assets | 1,163,959 | 353,531 | 7,936 | 466,391 | 458,455 | 5,777.05 |
| Intrafund Transfers | (259,963) | (250,000) | (257,569) | (266,000) | (8,431) | 3.27 |
| Total Requirements | 60,068,924 | 48,383,728 | 49,637,451 | 69,808,821 | 20,171,370 | 40.63 |
| Net County Cost | \$ 2,551,902 | \$ 4,064,306 | \$ 31,186,002 | \$ 54,702,054 | \$ 23,516,052 | 75.40% |

Final Budget Summary of SSA Director:

| Revenues/Appropriations | FY 2003-2004 | FY 2004-2005 | FY 2004-2005 | FY 2005-2006 | Change from FY 2004-2005 | |
|--|----------------|-------------------------|--|--------------|--------------------------|-----------|
| | Actual Exp/Rev | Budget As of 6/30/05 | Actual Exp/Rev ⁽¹⁾ As of 6/30/05 | Final Budget | Actual Amount | Percent |
| Revenue from Use of Money and Property | \$ 29,187 | \$ 35,000 | \$ 21,992 | \$ 438,461 | \$ 416,469 | 1,893.76% |
| Intergovernmental Revenues | 2,976,441 | 0 | 8,410,271 | 0 | (8,410,271) | -100.00 |
| Charges For Services | 12,859 | 0 | 0 | 0 | 0 | 0.00 |
| Miscellaneous Revenues | (64,303) | 10,800 | 196,599 | 5,060 | (191,539) | -97.42 |
| Other Financing Sources | 0 | 138,296 | 77 | 0 | (77) | -100.00 |
| Total Revenues | 2,954,184 | 184,096 | 8,628,938 | 443,521 | (8,185,417) | -94.86 |
| Salaries & Benefits | 709,307 | 581,426 | (1,311,786) | 578,808 | 1,890,594 | -144.12 |
| Services & Supplies | 1,759,138 | 127,251 | 1,284,752 | 85,273 | (1,199,479) | -93.36 |
| Other Charges | 500,140 | 0 | 464,795 | 13,223 | (451,572) | -97.15 |
| Intrafund Transfers | (509,512) | (515,000) | (571,854) | 0 | 571,854 | -100.00 |
| Total Requirements | 2,459,074 | 193,677 | (134,093) | 677,304 | 811,397 | -605.10 |
| Net County Cost | \$ (495,110) | \$ 9,581 | \$ (8,763,030) | \$ 233,783 | \$ 8,996,813 | -102.66% |